

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES  
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Program ID/Title: AGS-231/Custodial Services

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I. Goal

The goal of the custodial program is to deliver timely and quality services, while continuously seeking the needed feedback to improve its services to users and occupants of its assigned buildings.

II. Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

- A. As a short-term objective, the program will maintain an 80% or higher customer satisfaction rating as measured through quarterly surveys of building occupants. The 80% percentile has been selected to align with the program's annual variance report, Part II "Measures of Effectiveness."
- B. Within a five-year period, policies will be implemented to improve the satisfaction to a level of 90% or better.
- C. In order to realize the stated goal and objectives, the following action plan has been developed.
  - 1. Implement on-going training for each custodian to improve efficiency, productivity and effectiveness.
  - 2. Redescribe the Janitor II and Janitor III positions to broaden the existing scope of duties to include minor repairs and groundskeeping.
  - 3. Investigate the feasibility of having certain janitorial staff work non-traditional shifts to maximize productivity and cost savings.

4. Develop and implement an automated inventory system to facilitate the identification and tracking of supplies used at every building serviced.
5. Implement a semi-annual customer satisfaction survey for all buildings on Oahu.
6. Change over to the “team approach” to cleaning and maintaining assigned buildings.
7. Maintain staffing levels at or below, space and cost standards established by the Association of Physical Plant Administrators.
8. Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.
9. Continually develop and refine the program’s measures of effectiveness to determine how well the program is delivering services. Private sector comparisons will be made whenever possible.
10. Continue working with the Union to develop an inspection checklist for worksites.
11. Develop an on-line survey as a tool to identify areas that need improvement
12. Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alteration Program.
13. Conduct training on groundskeeping and repairs skills for janitors.
14. Complete a second program reorganization in four years to further improve the delivery of services.

### III. Action Plan and Timetable

#### A. Past Years Accomplishments

Items Nos. 1-6 have been completed and are being periodically refined. A summary of activities follows:

1. The survey implemented in Fiscal Year 2000 has been refined. All feedback that requires action on the part of Janitorial or Building Management staff is immediately acted upon and resolved.

In order to maintain coordination and open lines of communication, the program's Building Management staff holds weekly meetings among themselves and monthly with their working foreman.

2. A training center program has been implemented, based on the learning center concept. At various intervals, janitorial staff are sent for two weeks of intensive training on cleaning skills.
3. The "team approach" to cleaning buildings has been implemented in more buildings in the downtown civic center area and is being evaluated.
4. Presently, a night crew is handling floor care from 4 p.m. to 12 midnight. Staggered shifts are also being implemented at the Kapolei State Office Building. The effectiveness of these "off hour" work shifts is being evaluated.
5. An automated inventory system is completed and staff standards are generally in-line with those established by the Association of Physical Plant Administrators.

#### B. Year One

The program will concentrate on accomplishing objectives 7-9. Given increasing workloads, staff time will have to be wisely prioritized and allocated. Internal reviews will be conducted as required.

An inspection checklist is a program priority to gauge the cleanliness of assigned work areas. In this respect, discussions are planned with the United Public Workers Union to resolve philosophical differences.

C. Year Two Through Five

The program will follow-up on unfinished objectives, concentrate on accomplishing objectives 10-14, and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Quarterly user surveys are utilized to obtain feedback to determine program effectiveness, and to identify areas that require improvement. Follow-up action will be taken to assure satisfaction whenever and where ever possible.

B. Program Standard Measure

Using the private sector as a model, performance standards will be established and used to base worker performance, expectations, and to conduct and verify internal inspections.

C. Cost Effectiveness Measure

Costs will be obtained from private sector sources and used as a guideline to determine the competitiveness of the program. These comparisons will be based on the concept of "prevailing wages."